

# **An Institutional AAR: SBCT vs FCS 1999-2009**

**David Fastabend, USA(R)**

**Panel 11, Institutional Change in the Army Since 9-11  
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# The “Transformation” Decade 1999-2009

**STRYKER BRIGADE COMBAT TEAM**

**1999**

**FUTURE COMBAT SYSTEM**

**2009**

Shinseki: CSA  
Army Vision:  
The Objective Force

**MODULARITY**

George Casey: CSA  
FCS Cancelled  
New Capstone Concept

**ARFORGEN**

**CONCEPTS & DOCTRINE**

# The “Transformation” Decade 1999-2009

## FUTURE COMBAT SYSTEM

## STRYKER BRIGADE COMBAT TEAM



RITY

ARFORGE

CEPTS & D

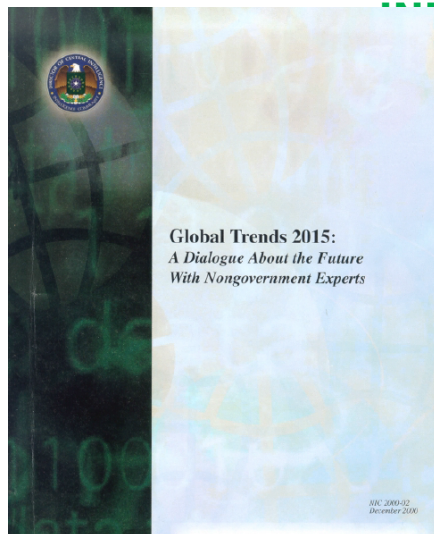


**AAR: Institutional Challenges**  
**Forecast the Environment**  
**Define the Problem**  
**Align the Innovation Model**  
**Exploit and Mitigate Process**  
**Leverage the Human Dimension**

# FORECAST THE ENVIRONMENT

## Strategic Environment

NIC ESTIMATE 2001



GLOBALIZATION MORE POWERFUL DRIVER  
NON-STATE ACTORS MORE SIGNIFICANT  
O-TECH & BIO-TECH MORE SIGNIFICANT

MORE PREPONDERANT POWER  
ENERGY AVAILABILITY LIMITED; OPEC POWER GROWS  
POWER GROWING IN CHINA / DECLINING IN RUSSIA  
POTENTIAL COLLAPSE IN CHINA  
POTENTIAL COLLAPSE IN SUB-SAHARAN AFRICA  
ECONOMIC DOWNTURN POSSIBLE

ISSUED: 9-11

WAR IN AFGHANISTAN  
WAR IN IRAQ  
FINANCIAL CRISIS OF 2008  
US AS ENERGY EXPORTER

## Army Estimate (1999)

**“EXTENDED STRATEGIC PAUSE”**

## Operational Environment

PROTECTED MOBILITY FOR STABILITY OPERATIONS

DEPLOYMENT GAP-FILLER

## Operational Environment (FCS)

PRIMACY OF SPEED FOR

ENEMY EXECUTES ANTI-ACCESS / AREA DENIAL STRATEGY

## Technology Trends (FCS)

HYBRID DRIVES LARGE ENOUGH TO  
DRIVE PLATFORM  
EFFECTIVE COMPOSITE ARMOR W/ APS  
ELECTROMAGNETIC GUN ROUND  
PROPULSION

# REFINE THE PROBLEM"

	SB	FC
CONTEXT	CT "NO MORE ... ... FIRST BATTLES ... TF SMITHS ... DEPLOYMENT GAPS INFANTRY MOBILITY GAP INFANTRY PROTECTION COHERENT STORY EARLY PROGRESS IRAQ EXPERIENCE POSITIVE DEPLOYABILITY GOALS C-130 METRIC FOC TIMELINE GOALS STAY MEASURED MARKETING: "INTERIM BCT"	STRYKER PROGRAM UNDERWAY 9-11 NATION AT WAR
PROBLEM STATEMENT		SPEED OF CRISIS RESPONSE NOT CONGRUENT TO CURRENT OPERATIONS AIR MECH SOLUTION FEASIBILITY QUESTIONED FUTURE HEAVY FORCE
NARRATIVE		VERY COMPLEX, CONFUSING STORY STORY EVOLVED SIGNIFICANTLY STORY AT ODDS WITH CURRENT OVER-AMBITIOUS GOALS GOALS CHANGE SIGNIFICANTLY
GOAL SETTTIN		
MARKETING		TOO MANY MARKETERS (OFTF) MARKETING HUBRIS: "QUALITY OF FIRSTS"

# **IGN THE INNOVATION MODEL"**

**MODEL**

**VISIONARY / CHAMPION  
PROJECT MANAGER  
INFORMED INVENTORS**

**SB  
CT**

**SHINSEKI +**

**+**

**CAC**

**FC  
S**

**SHINSEKI**

(Wars capture  
attention of  
subsequent leaders)

**+**

**DARPA**

**OTML-PF INTEGRATION**

**UNIT-BASED**

**UNIT-BASED**

**COMMON CHASSIS**

**INTERFACE**

**MAINT CONCEPT**

**SLAT ARMOR**

**COPE**

**PLATFORM ONLY  
ARMY ONLY**

**PLATFORMS  
SUB-SYSTEMS  
NETWORK  
JOINT & DOD**

**ORGANIZATION**

**MINIMAL**

**ARMY HQ  
TRADOC  
LSI**

**PROTOTYPING**

**UNIT LEVEL  
SURROGATES**

**DEVICE LEVEL**

# **"PLOIT & MITIGATE PROCESS"**

**SB**

**FC**

## **REQUIREMENTS**

**SUMMER 99: CAC DOES O 98-00: DARPA CONCEPTUAL WORK**

**OCT 99: NO RQTS; NO BUD OCT 00: NO RQTS; NO BUDGET**

**JAN 00: TRADOC / ASSALT  
CO-DEVELOPED**

**MAY 02: MOST COMPREHENSIVE RQTS  
DOCUMENT EVER WRITTEN**

**FIRST RQT DEFINITION OF A NETWORK**

## **ACQUISITION**

**MAY 00: RFP**

**525 O&O RQTS 13000 PROGRAM RQTS**

**NOV 00: CONTRACT AWARDED**

**DARPA RAN LSI DOWN-SELECT**

**NOV 01: FIRST VEH FOR TEST**

**SPRING 03: FIRST FIELDING**

**FIRST ARMY LSI**

## **R&D**

**MODIFICATION OF EXISTING  
AVAIL SUBSYSTEMS EXCEPT**

**52 CRITICAL TECHNOLOGIES  
@ TRLS 6.2 TO 6.4**

**... EXCEPT: ARTY / MGS / N TECH FORECAST NOT FEASIBLE**

## **SCHEDULING**

**CSA DEMANDS "IRREVERSIBLE  
MOMENTUM"**

**ALL DARPA TARGET: 2020  
UNCEMENT GOAL: 2007**

**2005 RESTRUCTURING: 2010-2012**

**2005 RESTRUCTURING: SPINOUTS & 2**

## **BUDGETING**

**30 PROGRAMS CANCELLED  
BETWEEN ARMY BUDGET &  
PRES-BUD**

**WAG**

**NEVER BREACHED NUNN-McCURDY**

# **“AVERAGE THE HUMAN DIMENSION”**

	<b>SB</b>	<b>FC</b>
<b>EMOTIONAL INTELLIGENCE</b>	KEY FACTOR IN SELECTION OF TRANSFORMATION LDR	TECHNICAL INTELLIGENCE WEIGHTED
<b>LEADER COMMITMENT</b>	PERSONAL CDR INVOLVEMENT: CSA / TRADOC / FORSCOM	SUBSEQUENT CSAs SUPPORT WARS DRAW CSA / DOD ATTENTION
<b>INSTITUTIONAL MOMENTUM</b>	ACHIEVED BEFORE 9/11 MINDSET FOCUS	COULD NOT BE GENERATED AFTER 9/11
<b>POLITICAL POSITIONING</b>	FORT LEWIS & I CORPS TED STEVENS (ALASKA) NORM DICKS (WASHINGTON) INOUE (HAWAII) USANG BCT TO PENN: MURTHA	BOEING AND SASC
<b>CULTURE</b>	ARMY TRIBES ACK IN PROBLEM CSA MUTES ISSUE BY KILLING ONE OF HIS OWN INDUSTRY CONTENT TO WAIT FOR OBJECTIVE FORCE	HEAVY TRIBE DOESN'T SEE THE PROBLEM UNTIL SPIN-OUTS, LIGHT TRIBE SEES LITTLE BENEFIT IN FC CBT VEH INDUSTRY SEES BOEING AS INTERLOPER



# ***WHY IT MATTERS***

**THE STRATEGIC ENVIRONMENT IS MUCH UNCHANGED ...**

**... BUT SIGNIFICANTLY DIFFERENT**

**THE PROBLEMS POSED IN '99 STILL PERSIST ...**

**... BUT THEY ARE MUCH CLOSER**

**NOW PROBLEMS PRESENT THEMSELVES IN GREATER CLARITY**

**THERE IS STILL NO SUBSTITUTE FOR A DISCIPLINED, CONCEPTS BASED  
REQUIREMENT SYSTEM**

**... BUT HOW DOES A LINEAR APPROACH SCALE FOR  
COMPLEXITY OF MODERN SYSTEMS?**

**SOLDIERS ARE STILL THE CENTER OF OUR FORMATIONS**